



No. 5

MANAGEMENT DIVISION
NATIONAL ASSOCIATION OF HOUSING OFFICIALS

September 28, 1943

NAHO
LIBRARY

TENANT TURNOVER—A RECORD OF RATES AND REASONS

Residence in large-scale rental housing developments owned and operated by public agencies is a springboard to home ownership, judged by recent reports from local housing authorities in Memphis and Omaha. At the same time the movement of families up the income scale during their residence in public housing is clearly indicated. Fifteen percent of all the vacancies in five projects including about 2,000 dwelling units were caused by the management asking tenants to leave because their income had exceeded the limit established by the local authorities for continued occupancy. Twelve percent of the vacancies were created by families purchasing homes.

These percentages and the supplementary figures in the table below indicate that public housing is fulfilling its object to provide adequate accommodations for families only during such a period as the families can not secure these accommodations by purchase or renting in the normal private market.

Reasons for Vacating

| Reason | Lauder- dale | Lamar Fonte- | Fonte- nelle | S. Side Add'n. | Terr. Terr. | Tot. |
|------------------------------|-----------------|-----------------|-----------------|-------------------|----------------|------|
| Time Occupied | 5 Yrs. | 3 yrs. | 64mos. | 39mos. | 29.5m. | |
| Moved from city | 143 | 104 | 89 | 150 | 52 | 538 |
| Purchased home | 65 | 37 | 11 | 87 | 10 | 210 |
| Excess income(asked to move) | 56 | 38 | 91 | 88 | 24 | 297 |
| Moving in with relatives | 44 | 29 | - | - | - | 73 |
| Domestic troubles | 29 | 22 | - | - | - | 51 |
| Vacated without notice | 28 | 2 | - | - | - | 30 |
| Lease cancelled(by mgmt.) | 27 | 26 | 17 | 47 | 8 | 125 |
| Standard housing elsewhere | 25 | 35 | - | - | - | 60 |
| Family composition change | 16 | 0 | 55 | 83 | 26 | 180 |
| Convenience to work | 16 | 6 | - | - | - | 22 |
| Lost job | 15 | 8 | - | - | - | 23 |
| Illness or death | 13 | 18 | - | - | - | 31 |
| Military services | 10 | 14 | 4 | 26 | 0 | 54 |
| To get cheaper rent | 9 | 35 | - | - | - | 44 |
| Eviction | 2 | 0 | - | - | - | 2 |
| Dissatisfied | 1 | 5 | - | - | - | 6 |
| Employees leaving job | 1 | 5 | - | - | - | 6 |
| Other** | - | - | 105 | 91 | 36 | 232 |
| Totals | 500* | 384 | 372 | 572 | 156 | 1984 |

* Higher than total vacancies shown by months because it includes March-June, 1943
** Not broken down into headings for Omaha projects but includes: vacated without notice, works nights -- cannot sleep, closer to work, moving to acreage, prefers house, job with living quarters, moving with relatives, out of employment, dissatisfied, cheaper rent, ordered to farm by draft board, unknown.

Units Vacated by Months Since Initial Occupancy — Memphis

| Month | Lauderdale Courts - 449 Units | | | | | Lamar Terrace - 478 Units | | | | |
|------------|-------------------------------|-----|-----|-----|-----|---------------------------|-----|-----|-----|--------|
| | '38 | '39 | '40 | '41 | '42 | '40 | '41 | '42 | '43 | 5 yrs. |
| Jan. | - | 3 | 2 | 5 | 13 | 5 | 28 | - | 10 | 7 |
| Feb. | - | 8 | 5 | 10 | 18 | 12 | 53 | - | 8 | 14 |
| March | 1 | 19 | 8 | 8 | 13 | - | 49 | - | 18 | 16 |
| April | 11 | 9 | 11 | 8 | 11 | - | 50 | - | 3 | 22 |
| May | 14 | 9 | 7 | 9 | 9 | - | 48 | - | 6 | 15 |
| June | 8 | 12 | 11 | 10 | 7 | - | 48 | 3 | 12 | 9 |
| July | 8 | 11 | 5 | 10 | 9 | - | 43 | 8 | 9 | 9 |
| Aug. | 9 | 16 | 5 | 13 | 5 | - | 48 | 4 | 15 | 2 |
| Sept. | 10 | 10 | 9 | 9 | 3 | - | 41 | 12 | 20 | 9 |
| Oct. | 3 | 5 | 3 | 6 | 3 | - | 20 | 3 | 10 | 4 |
| Nov. | 1 | 3 | 8 | 1 | 7 | - | 20 | 6 | 19 | 12 |
| Dec. | 8 | 2 | 4 | 7 | 4 | - | 26 | 11 | 8 | 6 |
| Totals | 73 | 107 | 78 | 96 | 102 | - | 473 | 47 | 136 | 124 |
| % Turnover | 24 | 17 | 21 | 23 | - | 105% | - | 29 | 26 | - |

The expectation that vacancy rates in public housing would be very low has been justified by experience. The high rate of turnover that is being experienced, however, may well cause housing officials to re-examine the basis of their budgets for replacements, maintenance, and repair; because it is well known that these costs are related directly to the rate of turnover. Again, the high rate of turnover suggests the desirability of utilizing very durable types of construction and equipment.

A study of the Memphis figures in the table on Reasons for Vacating indicates that in 53 cases of leases cancelled by the management, possession of the property was obtained without eviction proceedings, whereas in only two cases was eviction resorted to.

Examination of the table on Units Vacated By Months Since Initial Occupancy for the two Memphis developments indicates no conclusive trends except the diminution of vacancies during winter months. Omaha information does not permit a study of vacancy by months but does permit the computation of average annual percent of turnover for varying periods since initial occupancy as follows: Fontenelle Homes, 284 units, occupied 64 months, 24%. Fontenelle Addition, 272 units, occupied 39 months; 64%. Southside Terrace Homes, 522 units, occupied 29½ months, 12%. With the exception of the high turnover in the Fontenelle Addition the annual turnover seems to range between 12% and 24% for both Omaha and Memphis developments.

NEWS ITEMS

PITTSBURGH

The Air Raid Wardens at Allequippa Terrace and the Men's Group at Bedford Dwellings, two of the developments of the Housing Authority of the City of Pittsburgh, have assumed the responsibility of furnishing recreation supplies to two of the South Pacific Island posts of the Army Air Force, Air Transport Command.

This action was taken as a reply to a suggestion from Corporal Kenneth T. Skelton of the Pacific Wing, Air Transport Command of the Army Air Forces, who made an appeal to the Housing Authority of the City of Pittsburgh. Corporal Skelton, in his work of shipping supplies of all kinds to outlying bases, finds how utterly lacking our isolated bases are in recreation. He said in his communication to the Authority:

"Would it be possible to have each particular housing project take the sponsorship of one island base in Pacific Wing Ferrying Command.....? I wish I could tell you the names of the islands you would be sponsoring. I can't.

I just think of those guys with nothing, and how interested I was in public housing at home. I saw a strange close union of little communities half a world away from each other. I would surely see to it that soldiers knew they were being helped by a housing community in Pittsburgh. So it is in the lap of the gods and you. I hope we can work out something. I like that community idea and I have not heard of it being done before."

ATLANTIC CITY

The organized home economics activities conducted at the Stanley S. Holmes village in Atlantic City for the month of August were unusual in that all of the time, except eight days devoted to sewing, was spent in canning of vegetables and fruits. According to Mrs. Grace Farrell, Consultant to the local housing authority, those

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THE NEW MAINTENANCE SUPERINTENDENT

by James L. Kearns, Regional Maintenance Engineer,
Federal Public Housing Authority, Kansas City

In the past, when a new maintenance superintendent was employed to head the maintenance crew in an apartment house, office building, loft building, or housing project, he was first subjected to a rigid examination by the renting agent, resident manager, maintenance engineer (if the operating firm was large enough), or the owner of the property.

This examination covered everything from a physical to employment references for the past twenty-five years. For a "resident" position, he was told that an apartment was or was not included as part of his salary. If it was, it was usually in a part of the building too undesirable to be otherwise tenanted. But regardless of that, the apartment represented some \$50 to \$70 of his salary.

The maintenance man employed as resident buildings superintendent of a permanent housing project, although he usually receives sufficient remuneration to afford himself better living quarters, must live in the same type apartment as tenants who have incomes about one third of his.

It is only natural, when one person's salary is \$3600 per year and another's \$1200, that the first person is going to provide his family with greater comforts of life than the second person. Certainly that is his privilege. Then why shouldn't suitable quarters be built, if he is required to live on a project, to be commensurate with his salary and to fit the dignity of his position?

Study of Property Prior to Completion

Usually, when a maintenance superintendent is employed after a "successful examination", he enters on duty and is expected to be able to take over immediately, having on hand all answers to all questions. If he has, he's either a liar or a miracle man - and miracle men appear only in the funny papers.

A clause should be written into the construction contract that the superintendent of construction, the project engineer, with the assistance of the contractor's foremen and sub-foremen, will cooperate with the maintenance superintendent for a period of two weeks to one month prior to completion of construction. During this time the maintenance superintendent can become familiar with the water, gas, and sewer lines, traps, cleanouts, drips, vents, utilities and services for emergency control, heating, etc.

He should be given the opportunity of observing equipment installations and operating adjustments made by the contractor and have the privilege of asking questions when he desires. He should be present when buildings and equipment are accepted for the owner and should accompany the owner's representative when the acceptance inspection is made. Regardless of previous customs, the maintenance superintendent should be afforded the privilege of "sitting in" on the daily sessions of progress discussion between the construction superintendent, foremen, and sub-foremen.

By following through on this program, the superintendent will really be qualified to start maintenance the day construction is completed and occupancy begins.

Orientation in a Completed Job

A maintenance superintendent taking over a job that has been operating some time prior to his employment, should have some orientation.

A custom practiced by many owners and real estate operators is to spot the man on the job and let him "hoe the row," so to speak. This is unfair because he is at a disadvantage, to say the least. He doesn't know the people he must serve, he isn't familiar with the particular operating procedure, and he doesn't know the peculiarities of the equipment he is to operate, and for which he will be responsible. He is a stranger in a strange land.

It is true that the better type of maintenance superintendent is capable of stepping into almost any building or group of buildings and carrying on without interruption of service to the tenants. But isn't it true that, with a bit of forethought by the owner, the new maintenance superintendent can prove his worth at the beginning, because he received intelligent cooperation instead of being left to acquire the knowledge at his convenience?

If he were permitted to visit the Management office and receive first-hand information on the history of the organization by which he is to be employed, its accomplishments, aims, and procedure, the maintenance superintendent would know and feel that he had been accepted and was a part of a particular organization and was looked upon as capable.

NEW YORK CITY

No cash register clinks and clangs in a special store in Vladeck Houses. But a mysterious code of signs is the open sesame in this thriving little business. It's the Swap Shop. The Henry Street Settlement runs it and it's located at 334 Madison Street. No longer loved dresses, buttons, vases, baby



cribs, boy's shorts, tables, and their ilk find new homes through this shop.

Here's how it works. Mrs. Hopeful brings in her child's outgrown overcoat, and one of the CDVO volunteers who do the appraising marks its value in the shop's symbols. She considers the item's present condition, probable repairs, and future use. Then Mrs. H. roams about the shop, and presently emerges with a pile of shirts—so high—in her arms. These shirts are worth as much as the coat she turned in. If she finds nothing to her desire that day, Mrs. H. receives credit to be used later.

One woman came down from Washington Heights, bringing a box of assorted goods which privileged her to choose between curtains for her apartment or a bird cage.

The Swap Shop is open for business three times a week—Mondays and Thursdays from 3 to 4:30 p.m. and Wednesday evenings from 8 to 9:30 p.m. The lady in charge, Mrs. Karin Peterfy of the Settlement staff, explains that despite the heavy trading, the shop is open these few short hours because the volunteers are completely swamped by then and can't take any more!" In six sessions of an hour and a half each, over 500 people came and 3,000 items were exchanged.

Customers are fond of the Swap Shop, and other organizations, including the shoe rationing division of the OPA in Washington, are inquiring about how to organize such shops in other communities. Mrs. Peterfy has followed the British system of swap shops which have become an important means of distribution in Britain for both new and used merchandise.

Recently, the Shop at Vladeck Houses had distinguished visitors—Lady Godfrey Haggard, wife of the British Consul General, and Mrs. Albert Stillwell, who have operated similar swap shops in England, and Mme. Georg Bech, wife of the Danish Consul General. Questions were exchanged, and now Madison Street knows just how the English run their swap shops, and vice versa.



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participating were women, who either had never canned at all, or who had canned some few peaches, apples, or tomatoes. It was very gratifying to note the interest with which the women participated and the very splendid results of their efforts. Six children between the ages of 9 and 13 years came in each Wednesday for three weeks and canned string beans, carrots, and peaches. The net result of these cooperative efforts was 778 jars canned in August—which added to the 345 done in June and July makes a total of 1123; or about 4 jars per family not counting unrecorded work done at home.

CHICAGO

Old pieces of iron pipe that was collecting rust in the scrap pile was put to good use when the tenants of the Julia C. Lathrop Homes scraped, cut, dug, and assembled them into a popular Jungle Gym. (see masthead picture)

Acting on their own initiative, the fathers at the project spent many hours of hard work and patient planning for the Jungle Gym. Women and children had their jobs too with the scraping and cleaning of the mud and tar that was left over from the days when some pieces were fence posts. The men did the cutting, threading, post hole digging, assembling and capping. In fact, the construction of the Jungle Gym became a community enterprise.

As part of the community spirit that prevailed during construction, refreshments were served by the Recreational Equipment Committee. Much encouragement to the initiative of the tenants was given by Philip Kent, Manager of the Julia C. Lathrop Homes.

No sooner had the Jungle Gym been completed than the tenants decided to install another one at the opposite end of the project. And again came the scraping, the cutting, the digging, and the assembling—result, another Jungle Gym. Now it was up to the children to enjoy the fruits of the labor.



With the whoops of 1700 revitalized Tarzans, they scrambled up and down the bars, twisted around corners, swung from the topmost point, and invented all sorts of games.

Do they love their Jungle Gym? "It's a pipe," they chortle.

Built at a cost of over \$5,000, 000 and housing 925 families, the Julia C. Lathrop Homes is one of four low-rent housing developments operated by the Chicago Housing Authority.

LOS ANGELES

Residents of Pueblo del Rio, Los Angeles Housing Authority development, are finding both a means for artistic expression and a new occupation through a class in ceramics conducted by Dr. Glen Lukens, professor of ceramic sculpture at the University of Southern California.

Dr. Lukens is volunteering his time to teach pottery-making twice a week to an average of 30 adult residents of the development and surrounding community. Pueblo del Rio, located in the heart of a Los Angeles slum area, is occupied by 400 war worker families. Eighty-two per cent of the development's residents are Negroes.

Dr. Lukens explained that, because of the necessity of conserving vital war materials, the modern kitchen must be restocked with clay and earthenware utensils or go without necessary pots and pans. Thus, an old industry is turning into part of the home front effort to save material, and persons taking part in his classes are learning something far more than a mere hobby.

Most of the students are workers at shipyards and aircraft factories. Skilled in working with their hands, they have shown great originality in shaping pottery. Their first assignments are mostly articles to be used for baking, frying and boiling. Thirty-five pieces have been completed for public showing at the Los Angeles Art Museum.

A GROUNDS MAINTENANCE SERVICE

by Philip Luther Robinson, A.S.L.A., Grounds Maintenance Engineer, Region II, Federal Public Housing Authority

The Management Services Section, Federal Public Housing Authority, Region II, has inaugurated a Grounds Maintenance Engineering Service. Both directly operated and local housing authority-operated projects receive the benefits of this service. The writer visits the projects upon request of the management or during an annual check-up schedule.

Grounds maintenance covers roads, parking areas and walks; lawn care and rejuvenation; tree, shrub and vine culture and replacement of dead specimens; cleaning, repair, and installation of surface drains and accessories. In fact, the service covers practically all features, except public utilities, outside of the building walls.

Project maintenance men are usually more expert in the maintenance of structures than of grounds. This is probably as it should be since the structures represent the greatest investment. Furthermore, the immediate consequences of leaks and mechanical failures are more spectacular and serious than the failure of grounds features. However, we realize that the condition of the grounds probably influences public opinion and tenant morale to a greater extent than any other factor.

So it is obvious that a grounds maintenance advisory service is very important. Advice is given, not only concerning routine maintenance methods but complete programs of rejuvenation are mapped out. Also changes in -- and additions to -- walks, drives, grading, and plantings. The original design is sometimes at fault, making maintenance difficult or even impossible.

The following are some of our more important problems of grounds maintenance.



With rolling pins, sticks and his skilled fingers, Dr. Glen Lukens, University of Southern California professor of ceramic sculpture, demonstrates trick of molding clay to residents of Pueblo del Rio, Los Angeles Housing Authority development.

Care of Lawns

The most common grounds problems occur in lawn maintenance. Just how serious the problems become depends largely upon the cooperation of the residents of the project. This is because the most serious cause of grass damage is trampling. Short cutting and promiscuous child play quickly ruin the best turf.

Early Control— Management must start exercising control the day the first tenant moves in. Give the tenant even a short period of freedom from restraint and bad habits are established. The manager takes the tenants into his confidence, explaining their common problem of keeping the grounds in a creditable condition and asking - yes, demanding - their cooperation.

Children can be effectively controlled only by their parents and other children. Several managers have organized certain youngsters into grounds patrol squads. These squads not only keep the grounds free of trash but see that the other children keep to the walks and assist in clean-up. There are rewards for merit and the way to their hearts is through their stomachs. Food rationing has complicated but not prevented these rewards.

Tenant Responsibility— Once tenant cooperation has been established, the routine care of lawns is relatively easy. The yards of row houses are kept up by the residents. Lawn mowers and other tools are issued by the superintendent of maintenance. The borrowers must sign for the article and be responsible for its return. For this reason small children may not be sent to fetch the article unless special provision is made for proper responsibility.

Public areas and apartment house lawns are maintained by the project force. A few projects have attempted to have apartment residents care for adjacent lawns. In no case has this been successful. There are too many families per lawn area and "buck passing" is too easy.

Mowing—Lawn mowers are adjusted to cut the grass as high as possible. Two inches is about as high as the average mower can be set. Unfortunately, the manufacturer usually delivers the mowers set to cut low. The superintendent must see that the proper adjustments are made. Tenants must not be allowed to change the setting of the machines. This may be difficult unless the bolt threads are distorted to prevent loosening of the nuts.

Lawns are cut once a week on the average, although this will vary with the seasons. Wet weather calls for more frequent mowing while hot, dry weather necessitates very little mowing.

Watering and Fertilizing— Budgets for grounds maintenance usually allow for fertilizing of all planted areas at three year intervals. The frequency will, however, be governed by the types of soil. A sandy, leaching soil requires more frequent addition of food than does a heavy soil.

The watering of lawns is a difficult matter. Water does no good at all if it does not reach the roots. For this reason watering must be done with sprinklers and continue for two or three hours in one place. It would be a great waste of labor hours to have a man hold a hose for

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WE PRESENT...



EXECUTIVE
COUNCILWOMAN
MRS. MAY E.
LUMSDEN

Mrs. Lumsden, elected in May as a member of the Executive Council, is a native of New York City and was educated at the Alcuin School, Barnard College, and the Columbia University School of Journalism, where she did graduate work in political and social sciences. Before entering the housing field Mrs. Lumsden worked in a settlement house on the Lower East Side; was connected with a private real estate firm; and also worked for the New York Times.

In 1935 Mrs. Lumsden managed the First Houses for the New York City Housing Authority, first public housing project in the country. The house-warming of this project was a part of the program of NAHO's Third Annual Meeting. She was promoted to become the Authority's Director of Division of Tenant Relations which set up the procedures for, and now serves to coordinate the renting, collection, community planning, tenant eligibility, and general tenant relations' aspects of the management work at the various projects.

Of Management Mrs. Lumsden says: "The public service aspect of public housing management must not be overlooked in the drive toward business efficiency. Both are vital to the success of housing developments. But the public service angle is the more difficult to achieve. It requires understanding of the needs of the public as tenants, the interest of the public as taxpayers, and the development of the groups of buildings into healthful and well-rounded communities for families from slum areas. Such communities can be a source of local pride greater than monuments or skyscrapers."

New Division Members

Beckett, Miss Ola - Associate Project Services Advisor, Region VIII, Federal Public Housing Authority, Fort Worth (Texas)

Betzer, George - Housing Manager, Federal Public Housing Authority, Philadelphia

Boerner, Bert H. - Supervisor Community Activities, Chicago Housing Authority

Bojanowski, Stephen M. - Housing Manager, Lexington Park, Federal Public Housing Authority, Patuxent River (Maryland)

Bonaparte, Don R., Jr. - Assistant Manager, Ida B. Wells Homes, Chicago Housing Authority

Byars, Forrest D. - Assistant Director for Project Management, Region VII, Federal Public Housing Authority, Kansas City (Missouri)

Dick, H. R. - Project Manager, Housing Authority of the City of Wilmington (North Carolina)

Foster, Henry A. - Property Manager, Fort Dupont & Stoddet Dwellings, National Capital Housing Authority, Washington

Fuller, T. O., Jr. - Housing Manager, LeMoyné Gardens, Memphis Housing Authority

Goldman, I. Irving - Resident Manager, Federal Public Housing Authority, Baltimore

Graham, Lorenz B. - Housing Manager, Lassiter Courts, Housing Authority of the City of Newport News (Virginia)

Green, Sidney - Housing Manager, Dana Strand Village, Housing Authority of the City of Los Angeles

Guzzetta, Jacob J. - Executive Secretary, Tonawanda Housing Authority (New York)

Hester, Joe L. - Project Manager, Trailer Camp, Housing Authority of the City of Wilmington (North Carolina)

Hutchinson, George - Housing Manager, Sunnydale Development, Housing Authority of the City and County of San Francisco

Johnson, Lee F. - Assistant Commissioner for Project Management, Federal Public Housing Authority, Washington

Langley, Earle F. - Principal Housing Management Advisor, Region X, Federal Public Housing Authority, San Marino (California)

Lawton, Bert C. - Resident Manager, Stadium Homes Project, Housing Authority of the City of Seattle

Lightfoot, Sellars - Project Manager, Elyton Village Project, Housing Authority of the Birmingham District

Maresca, Patrick J. - Housing Manager, Federal Public Housing Authority, Ozone Park, Long Island (New York)

Moultrie, H. Carl - Housing Manager, Hillcrest, Housing Authority of the City of Wilmington (North Carolina)

O'Connor, R. J. - Housing Manager, Victory War Apartments, Housing Authority of the City of Vallejo (California)

Offerman, Regina - Management Aide, Olivewood, Federal Public Housing Authority, Chula Vista (California)

Pinkett, Otho P. - Manager, McCulloh Homes, Poe Homes, Housing Authority of Baltimore City

Purse, Victor - Assistant to Housing Manager, Alexander Park, Douglas Park, Highland Trailers, Federal Public Housing Authority, Portsmouth (Virginia)

Rohde, Miss Ernestine A. - Resident Manager, Tech Terrace, Federal Public Housing Authority, Tomah (Wisconsin)

Ross, Horatio N. - Housing Manager, Housing Authority of the City of Bremerton (Washington)

Scheier, Donald L. - Resident Manager, Federal Public Housing Authority, Eastriver Gardens, Newton Falls (Ohio)

Schneider, Harry J. - Housing Manager, Maple Terrace, Federal Public Housing Authority La Porte (Indiana)

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that length of time. So unless sprinklers are available, watering of lawns should not be permitted. Trees and shrubs may be watered by letting the water run freely on the ground. No nozzle should be used on the hose. Crowbar holes in the soil above the roots will provide easy entry of the water into the soil and prevent run-off.

Renovation — Renovation of damaged lawns is an important operation. September is the proper month for this work, since it is followed by cool, rainy weather and a minimum weed growth. Areas with a thick stand of crab grass can best be done in April when the dead crab grass can be raked off.

Thin stands of grass - 50% or more of the grass remaining - are easily improved by the use of the spike-tooth roller. The spike holes permit air and water to enter a hard, trampled soil. Humus, top-soil, fertilizer and seed may be raked into the holes with the back of a rake. Labor is reduced to a fraction of that required for building a new lawn. After the war emergency every project should procure such a roller and use it frequently.

Trees and Shrubs

If satisfactory species are properly planted they require little further attention. There will inevitably be a few dead specimens, however. They should be replaced with the same species unless that species proves to be constitutionally unfitted for the location. Planting should be supervised by an experienced man and be done only during the dormant season. Proper pruning and staking are essential to successful planting.

Two years after planting the stakes and wire should be removed. Meanwhile, the trees should be periodically inspected to make sure that neither wires nor stakes are abrading the mark.

Efforts should be made to have municipal park or shade tree commissions spray the trees. Members of the grounds force are seldom qualified to diagnose tree ailments or prescribe the proper remedy. Furthermore, satisfactory equipment is expensive.

Shrubs — Excepting hedge plants, shrubs seldom require special attention. Assuming that the residents do not injure the plants, maintenance consists of weeding, cultivating, fertilizing and the replacement of an occasional dead plant.

Cultivating should be done as seldom as possible lest the roots be damaged. In fact, if the shrubs be planted closely enough to shade the soil little cultivation is necessary. Weeds do not as a rule grow in dense shade. Hand pulling of weeds along the edges of the shrub-bed will then suffice. Unfortunately, the shrubs on most projects are not planted closely enough to thus reduce maintenance costs.

Spreading varieties of shrubs are better fitted for project planting than are upright types. The perfect shrub from the standpoint of maintenance is Regel's privet

(*Ligustrum Ibota Regelianum*). Its horizontal, spreading growth and dense, overlapping foliage inhibits the growth of weeds. It also replaces its damaged parts quickly. It seldom grows more than five feet in height and forms a broad, billowing mass without pruning. It is practically "made to order."

Treatment of Steep Slopes

Terrace banks and steep slopes are difficult to maintain because of erosion. A covering of vines or creeping shrubs helps to prevent this washing. But vines are not satisfactory if children run on the banks. We are trying a combination of rambler roses and matrimony vine (*Lycium Halimifolium*). The roses furnish mechanical protection (thorns) and beauty while the matrimony vine - really a creeping, woody shrub - is tough, a rapid grower when established and takes root along the runners.

The best plants, however, can not survive trampling during the first year or two after planting. Children must be kept off by means of fences or parental restraint. This is a real test of tenant education and cooperation.

Walks and Roads

Our biggest problem is not their maintenance but their inadequacy. Invariably the original design fails to recognize some lines of pedestrian traffic. Pedestrians are expected to go around three sides of a rectangle to reach their destinations. It has been forcibly impressed upon us that people will not do this.

So, the initial development period being over, the maintenance force must construct supplementary walks. The scarcity of available labor makes this a burden upon the dwindling project force. But if it is not done the maintenance of the lawns is so much more difficult.

When cracks appear in concrete walks they should be repaired at once lest water freeze in the cracks and add to the damage. Various tars are available for filling cracks.

It is usually possible to raise settled walks to the original grade. Separate sections or "flags" are pried up with crowbars, new fill placed beneath and the flags tamped to grade. The tamping should be done on a plank laid on the flag to prevent cracking. If a hollow is left in the fill under the center of the flag it will prevent tilting after the flag is in place.

Roads—Cracks in concrete and bituminous pavements are filled the same as walks. It is important that cracks be sealed before cold weather. A wet subgrade is a road's worst enemy.

Water-bound macadam roads must receive constant attention to prevent disintegration. Loose material which is thrown to the side of the road must be broomed or shoveled back on the surface. This is particularly important at curves. This loose material protects the coarse aggregate which will in turn become loose if subjected to the thrust of vehicle tires.

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Scott, Leland C. - Assistant Manager, Pioneer Homes, Syracuse Housing Authority (New York)
 Van Ahlers, Eleanor C. - Leasing and Occupancy Advisor, Region X, Federal Public Housing Authority, Berkeley (California)
 Wahlberg, Al - Manager, Lockwood Gardens, Housing Authority of the City of Oakland (California)
 Washington, Walter E. - Management Assistant (Administrative), National Capital Housing Authority, Washington
 Woodbury, Coleman - Assistant Administrator, National Housing Agency, Washington
 Zirwes, John H. - Housing Manager, Potomac Heights, Federal Public Housing Authority
 Indian Head (Maryland)

New Subscribers

Federal Housing Administration - Washington
 Katharine Gray (Mrs. Horace) - Commissioner, Housing Authority of the City and County of San Francisco

DIVISION ACTIVITIES

In accordance with the policy established by the Executive Council for 1943-44, Division Chairman Ducey is proceeding with the appointments of the following six committees, chairmen as indicated.

MANAGEMENT ASPECTS OF HOUSING DESIGN, Walter Kroening, Manager, Greendale, Wisconsin.

MANAGEMENT OF WAR HOUSING, Lawrence M. Cox, Executive Director, Norfolk Housing Authority.

HOUSING MANAGEMENT TRAINING, John Kervick, Assistant Director for Project Management, FPHA, Region II

RENT POLICY, George Schermer, Administrative Assistant, Detroit Housing Commission

OPERATING TECHNIQUE, Gilbert Scheib, Project Manager, New Orleans Housing Authority

BUDGET STANDARDS, Raymond Nelson, Director, Division on Management Standards and Research, Housing Authority of the City of Los Angeles.

Invitations to the members of the Rent Policy and Training Committees have gone out and all others will be issued during the next few days.

HINTS TO THE HOUSING MANAGER

OPA RENT REGULATIONS

► To correct the mistaken impressions of some of the tenants at LeMoyné Gardens in Memphis and to forestall others, the tenant newspaper carried an explanation of the provisions of the rent control program of the Office of Price Administration under which eviction of tenants is regarded as lawful. It apparently had been the idea among some tenant groups that under OPA rules, no tenant could be evicted -- no matter what he did -- and there had, therefore, been some tendency to neglect to pay the rent. The story makes a clear statement of the various circumstances under which eviction is possible, such as, non-payment of rent, violation of lease agreements, OPA-approved remodeling of the structure, etc.

TENANT EDUCATION BY PUBLIC UTILITY COMPANIES

► The Region I office of the Federal Public Housing Authority, in recommending sources of help in the conduct of housing community tenant activities, suggests public utility companies -- gas and light companies, particularly. Such companies generally employ women to demonstrate stoves, refrigerators, and household appliances of various kinds -- women trained in home economics, as a rule, who lecture on cooking methods, family nutrition, home care, clothing, etc.

TOT LOT

► Maple Terrace in LaPorte (Indiana) was opened for occupancy before a community building or nursery facilities were made available. As a temporary aid in keeping project children occupied, a 30' x 60' space was fenced off with cedar posts, enclosed with sheeting that had been colorfully painted by project mothers, and shaded by a commercial tent top, with side walls to be hung in case of

bad weather. The "tot lot" was then furnished with chairs, tables, and toys and was put under the supervision of trained recreational workers.

VICTORY GARDEN PRODUCE EXCHANGE

► Another suggestion of the FPHA Region I office is that: "A vegetable exchange might well be established by tenant organizations. Such an exchange would make it possible for victory gardeners to barter their excess produce for other produce which they lack. Arrangements could also be made by the tenant organization for the sale of surplus crops to other tenants."

NEIGHBORHOOD MAPS

► The tenant handbooks for two of the Detroit Housing Commission's projects carry full page maps of the neighborhoods in which they are situated. The maps plot the areas for about seven blocks in all directions around the housing communities -- or to the limits of the natural boundaries of the neighborhoods -- and indicate by heavy dots along the street lines the locations of the community churches of all denominations, schools, parks, shopping centers, public libraries, police stations, fire stations, hospitals, post offices, draft and ration boards.

TENANTS' BUY WASHERS

► The tenants' association of University Homes in Atlanta (675 units) has purchased the washing machines formerly operated in the community laundries on concession by a commercial agent. The purchase was financed by a loan from the "community dollar" fund and is to be repaid from the earnings of the machines. After the loan is paid, the proceeds from the machine are to be used for the purchase of similar appliances for community use.

RADIO BROADCAST

► A transcription of an all-tenant show at Lewis Park, a trailer project in Norfolk (Virginia), was made and then broadcast over a local radio station this summer. The show was arranged in cooperation with the radio station and at meetings of the Park's tenant association. It featured group singing, recitations, musical instrument solos, band music, etc. The group effort required to put on such a show made a real contribution to the spirit of neighborliness.

PROJECT OCCUPANCY BY WORK SHIFT

► At Banning Homes in San Pedro (a 2000-unit war housing project) the occupancy of the units has been planned to keep together the workers on particular shifts at the shipyard where most of the tenants are employed. Two sections of the project deemed to be well protected from noise by the nature of their design are designated for the "swing" and "graveyard" shifts respectively. The center of the project and the locations nearest main driveways, the management offices, and the shopping centers, are assigned for occupancy by day-shift families.

WAR STAMPS AT RENT OFFICE

► The management at Quinnipiac Terrace in New Haven has purchased a supply of war stamps for resale to Terrace residents who find the usual points of stamp sale inaccessible. The stamps are available at the rent collection office daily.

FAMILY WELFARE SERVICES

► Many managers whose staffs are not set up to render any "social work" services, publicize among their tenants the local family welfare bureaus set up under community chests, emphasizing that the service is free, confidential, and highly beneficial.